

Pennsylvania Association of Conservation Districts 2020 Staff Conference

**Productive Conflict and Emotional Intelligence
Day I Keynote General Session Workshop**

February 12, 2019

10:00 AM - 12:00 PM

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Pennsylvania Association of Nonprofit Organizations

Team Development Services



Today

- Productive conflict
 - Nature of conflict
 - Can conflict be productive?
- Break
- Emotional intelligence
 - Can it be developed?
- Wrap up and take-aways

Introductions exercise

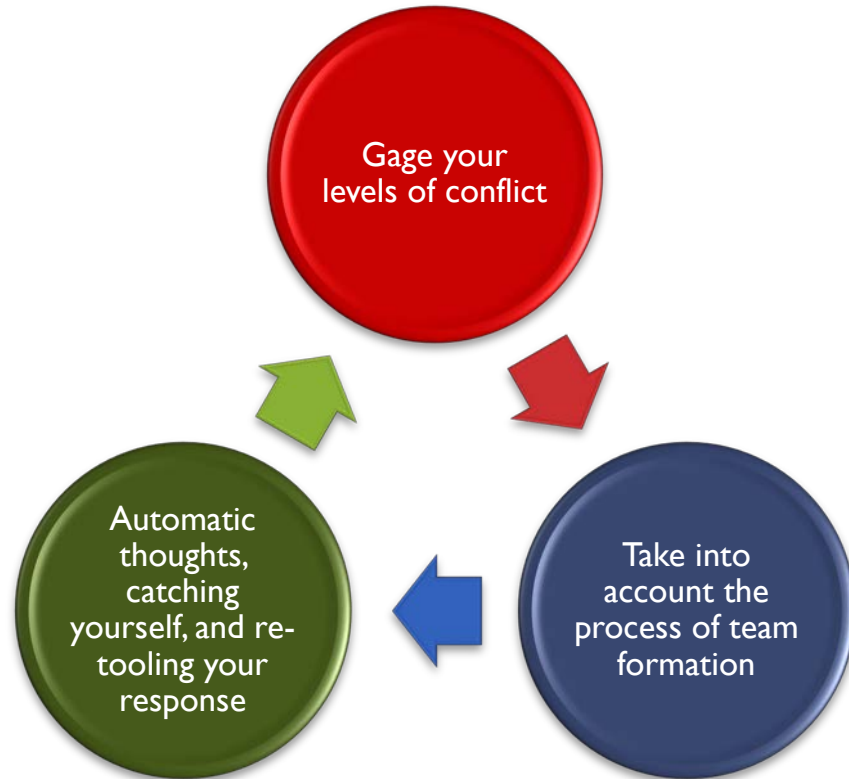
- Find one or two people at your table and introduce yourself
- What are you most looking forward to this year?



Conflict

- Difference of opinion involving strong emotions
- From brief, explosive disputes to subtle, long-lasting issues
- Productive and destructive behaviors
- What kinds of conflicts do you normally see, as part of your work?

To address conflict ...

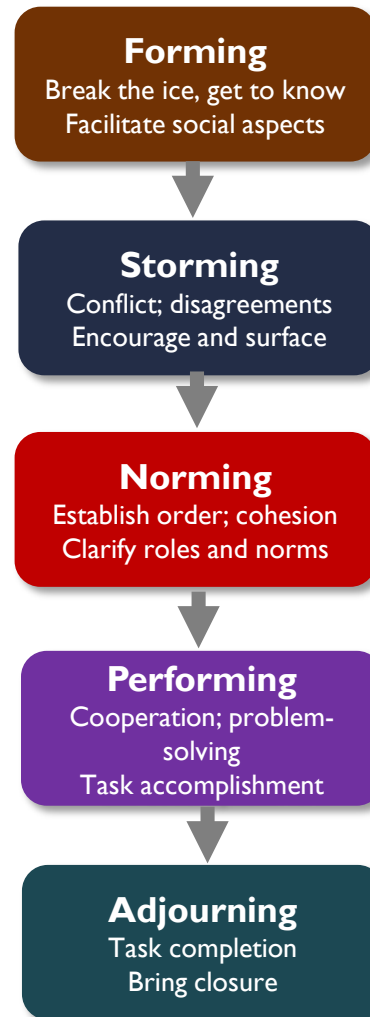


Think of the last three conflicts you experienced...

1. Minor conflict; didn't last long; over without grudges
2. A little more serious conflict; went on for awhile; some hard feelings but not long-lasting
3. Serious conflict; went on for weeks or even longer; damaged relationship(s)
4. Calculate the average at your table (add up the numbers (for conflicts 1,2, and 3) and divide by the number of entries you have
5. What do you notice?

Stages of team formation

B. Tuckman (1960)



Stages of team formation

B. Tuckman, 1960

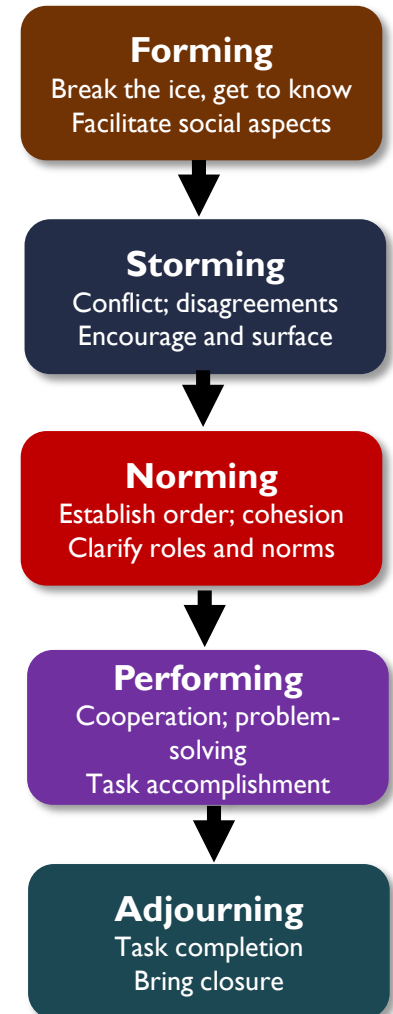
Critical stage is storming. If the team doesn't get through this stage in good shape, it can affect how well the rest of the stages go

Storming isn't bad, it's inevitable

Lots of energy between stages two and three

Goodwill and patience

New member, new team!

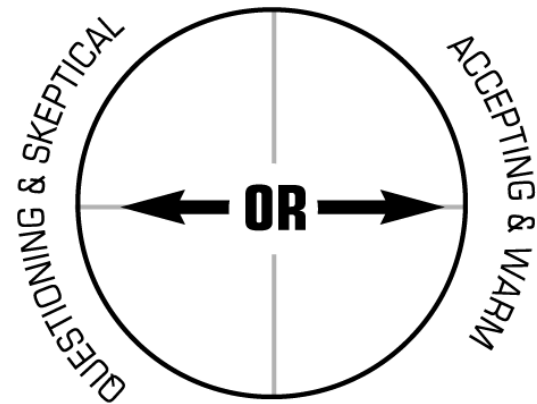
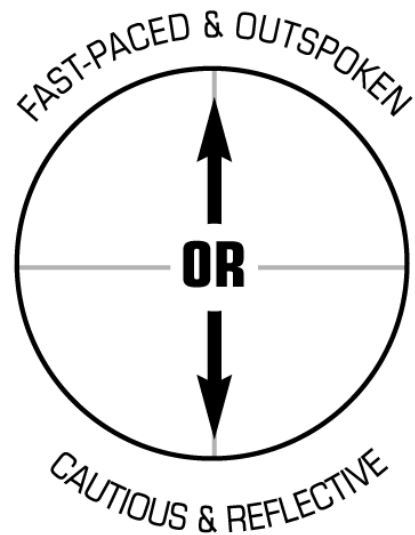


How can you help a team get through that critical conflict stage?

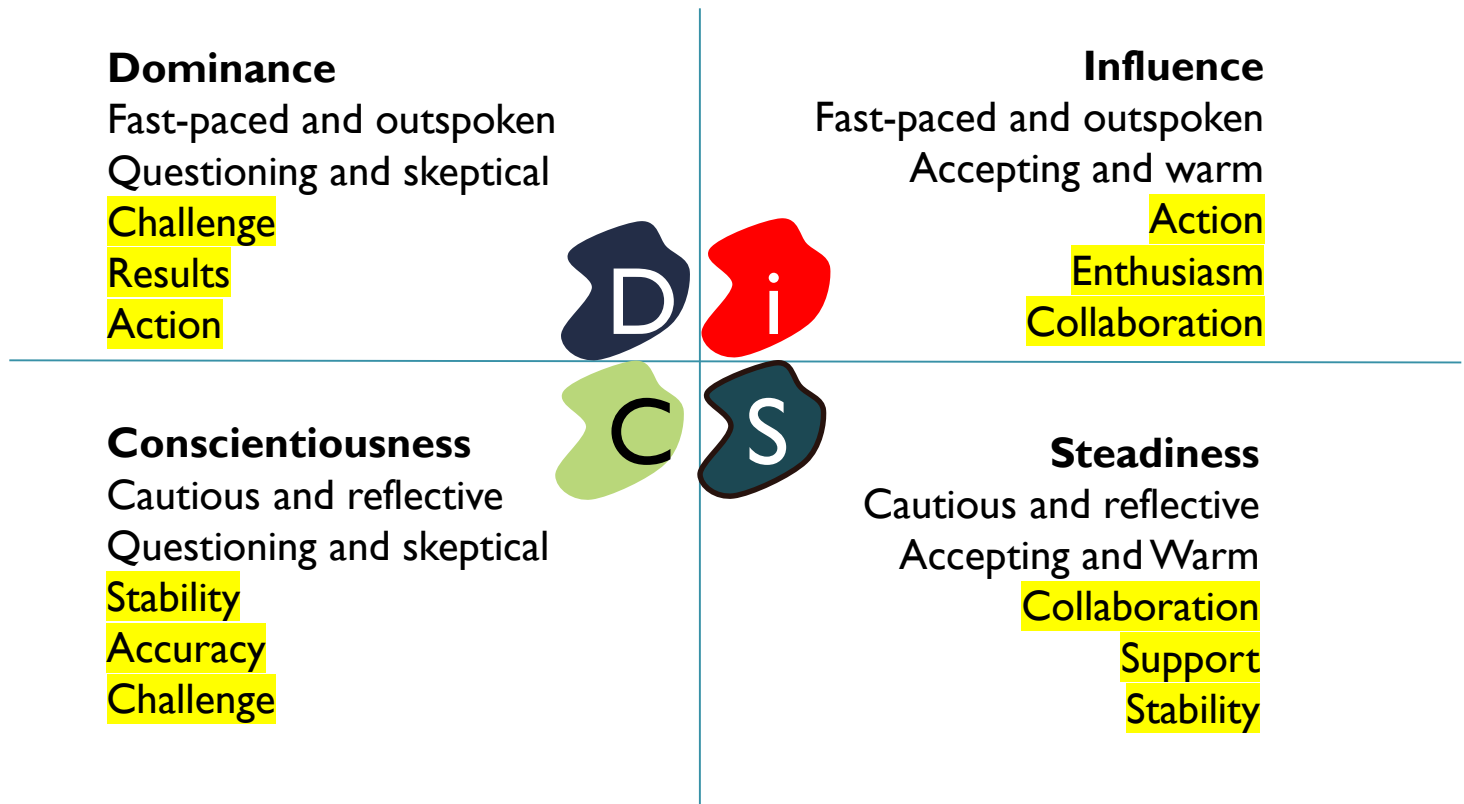
- In the forming step, build on the good feelings generated, and the understanding of each others' motivations
- Encourage others to share their perspectives in an open, honest, respectful manner
- Keep encouraging members to surface their objections, especially those who tend to clam up
- Resist the urge to settle conflict prematurely, just to have it over with

Built on Everything DiSC[®]

Automatic thoughts, catching yourself, and re-tooling your response



Four styles of behavior...

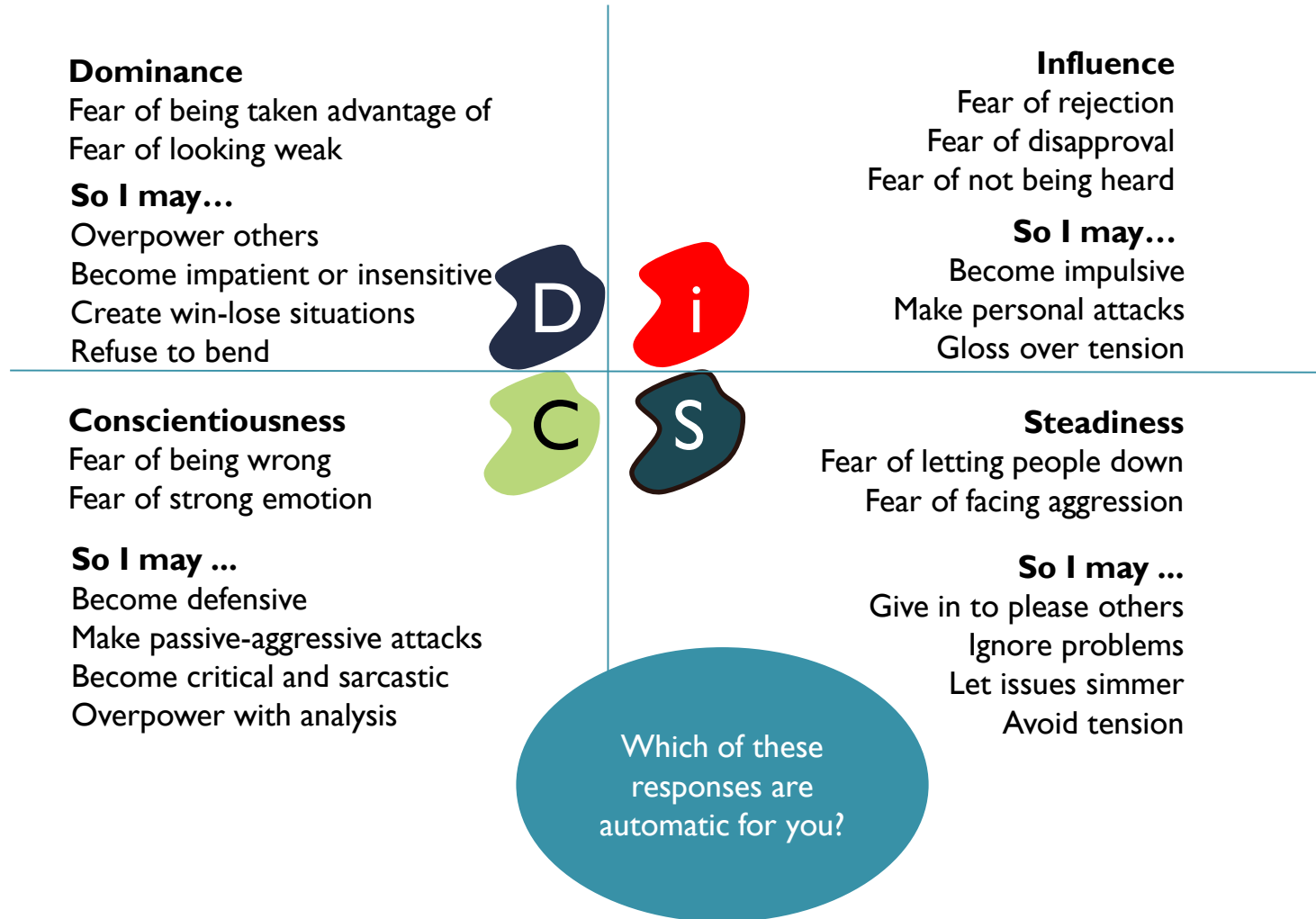


How personality can play out in a conflict situation



Possible destructive responses

Anger hides fear



Wait a minute...

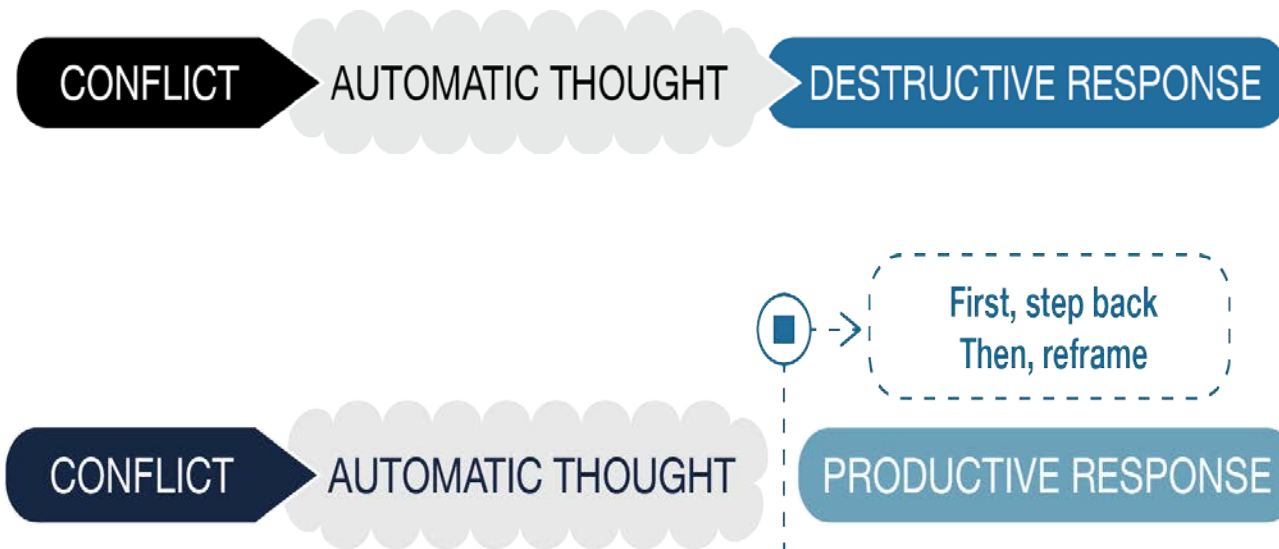
- If that's who I am, if I'm wired in a certain way, then what can I do about it?



JANET

When I'm in a situation that involves conflict I can become ...
Defensive, get sarcastic, and overpower people with analysis
These things are counterproductive to good teamwork

I can catch myself and create a more productive response



Stepping back and reframing

- Stepping back is noticing that you are about to respond in an automatic way, perhaps from your worst tendencies
- Reframing:
 - Is this thought actually valid/true?
 - Am I overreacting or exaggerating?
 - Is there another way to look at this?

An example ...

CONFLICT

AUTOMATIC THOUGHT

DESTRUCTIVE RESPONSE



JANET

That's literally the dumbest thing I ever heard ...

Let me show you my 50 page analysis that shows you how wrong you are

But if I step back and reframe ...



JANET

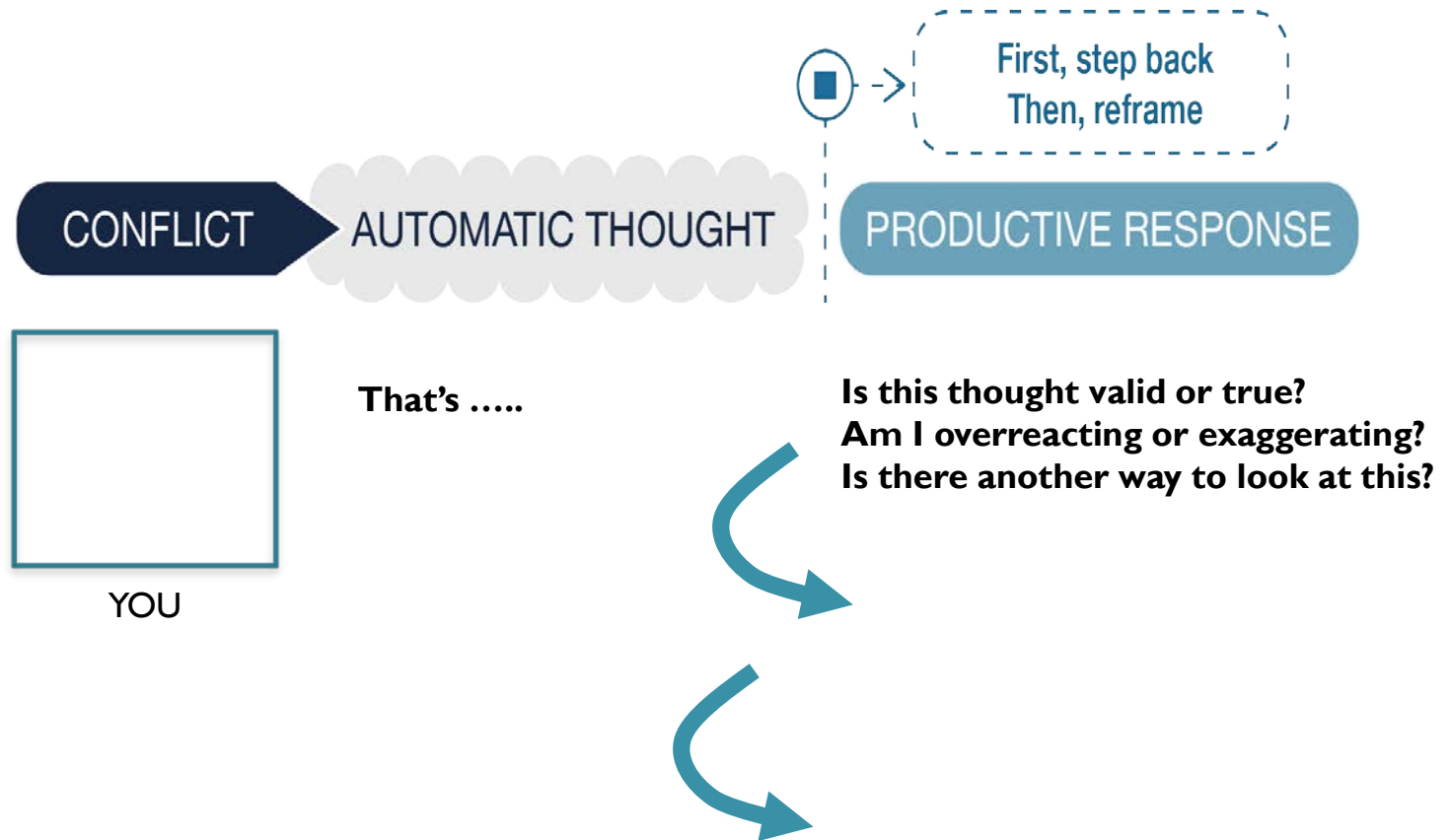
**That's literally the dumbest
thing I ever heard ...**

**Am I overreacting or exaggerating?
Is there another way to look at this?**

**“Tell me more about how you’re thinking
about this issue”**

I may learn something I didn't know!

What's your step back and reframe ..?





GIVE ME A
break

The nature of relationships at work

- Important
- Complex
- Rewarding and frustrating at the same time
- Can be improved upon

Work relationships are important

- The single most important factor in how happy you are at work
- Very important to how happy you are at home
- Very important to career advancement
- Critically important to the viability of the organization

Work relationships are complex

- Voluntary, but something involuntary
- Often not built intentionally
- People -- different personalities, motivations, experiences, life stresses
- High expectations from yourself and your organization

Work relationships can be improved

- Mindset, Carol Dweck –fixed versus growth mindset
- Place personal importance on this part of your job
- Emotional intelligence is a useful concept

Learning with scenarios

- A person and a situation that does not resemble me or my situation
- Some universal truth
- Apply the concept (emotional intelligence)
- Your task is to:
 - Read the scenario
 - Answer questions and start to apply EI concepts
 - How is this like (or is not like) my situation?
 - Can I apply an EI concept to my situation?

Vegas rules



Emotional Intelligence

Jordan's Story

- Read the Jordan's story scenario
- Discuss in groups:
 - What would it be like to work with Jordan?

Emotional Intelligence – Four Attributes

Goleman

Self-awareness

How do I affect others?

Self-management

How do I control myself and adapt?

Social awareness

How do I pick up on the needs, concerns, and cues from others?

Relationship management

How do I prioritize good relationships and be a part of a team?

Emotional Intelligence – Self-Awareness

Goleman

Recognizing your own emotions and how they affect your thoughts and behavior

Knowing your strengths and weaknesses and having self-confidence

Emotional Intelligence – Self-Awareness

Goleman

- Read Ruth's scenario
- Discuss in groups:
 - How do Ruth's emotions affect her on the job?
 - How do Ruth's emotions affect her coworkers?
 - What practical steps can Ruth take to recognize her emotions and how they affect her thoughts and behaviors?

Emotional Intelligence – Self-Awareness

Goleman

- Have you seen anything in your work where the effectiveness of a colleague could have been improved by greater self-awareness? 😊
- Regarding self-awareness -- are there any steps you would like to take to improve in this area?

Emotional Intelligence – Self-Management

Goleman

- Your ability to:
 - Control impulsive feelings and behaviors; manage your emotions in healthy ways;
 - Take initiative;
 - Follow through on commitments; and adapt to changing circumstances.

Emotional Intelligence – Self-Management

Goleman

- Read the scenario about Maura, a team leader
- Discuss in groups:
 - Does Maura take enough initiative in this scenario?
 - What one practical step do you think Maura could take to improve in this area?

Emotional Intelligence – Self-Management

Goleman

- Read the scenario about Charles
- Discuss in groups:
 - Does Charles sufficiently adapt to changing circumstances?
 - How could Charles improve in this area?

Emotional Intelligence – Self-Management

Goleman

Have you seen anything in your work where the effectiveness of a colleague could have been improved by greater self-management? 😊

Regarding self-management -- are there any steps you would like to take to improve in this area?



Emotional Intelligence – Social Awareness

Goleman

Understanding the needs and concerns of other people, picking up on emotional cues, feeling comfortable socially, and recognizing the power dynamics in a group or organization

Emotional Intelligence – Social Awareness

Goleman

- Read the scenario about Roberto
- Discuss in groups:
 - Does Roberto make sufficient effort to understand the needs and concerns of other people?
 - What one practical step do you think Roberto could take to improve in this area?

Emotional Intelligence – Social Awareness

Goleman

- Read the scenario about Cindy
- Discuss in groups:
 - Does Cindy pick up on cues?
 - What could Cindy do to improve in this area?

Emotional Intelligence – Social Awareness

Goleman

- Read the scenario about Virgil, a team leader
- Discuss in groups:
 - Does Virgil feel socially comfortable in this situation?
 - How could Virgil improve in this area?

Emotional Intelligence – Social Awareness

Goleman

- Read John's scenario
- Discuss in groups:
 - Does John sufficiently recognize the power dynamics in his organization?
 - If you were John's friend, do you think you could help him to improve in this area?

Emotional Intelligence – Social Awareness

Goleman

Regarding social awareness -- are there any steps you would like to take to improve in this area? 😊



Emotional Intelligence – Relationship Management

Goleman

Understanding the importance of developing and maintaining good relationships, communicating clearly, knowing that you inspire and influence others, you work well in a team, and manage conflict



Emotional Intelligence – Relationship Management

Goleman

- Read Vance's story
- Discuss in groups:
 - Does Vance communicate clearly?
 - How could Vance improve in this area?



Emotional Intelligence – Relationship Management

Goleman

- Read the scenario about Sam
- Discuss in groups:
 - Does Sam seem to know that he is in a position to inspire and influence others?
 - If you could advise Sam, what would you say?



Emotional Intelligence – Relationship Management

Goleman

- Read the scenario about Justine, a team leader
- Discuss in groups:
 - Does Justine work well in a team?
 - How could Justine become more of a team player?

Emotional Intelligence – Relationship Management

Goleman

Regarding relationship management -- are there any steps you would like to take to improve in this area? 😊

Emotional Intelligence - Jordan's Story

- Revisit Jordan's story, a person who exemplifies emotional intelligence at work
- On the line below each mini-scenario, write down which of the four attributes of social awareness you think applies

Self-awareness

How do I affect others?

Self-management

How do I control myself and adapt?

Social awareness

How do I pick up on the needs, concerns, and cues from others?

Relationship management

How do I prioritize good relationships and be a part of a team?

- More than one style may apply

Suggestions to build emotional Intelligence

- Describe your emotions to yourself – many times they are physical reactions. Listen to what your body is telling you
- Hold back on preparing what you're going to say, while you're listening to someone
- Give your full attention
- Try to listen for what's not being said
- Observe someone whom you believe to have good emotional intelligence
- Try to stay in the present
- Become more aware of the nonverbal messages you send others
- Use gentle and appropriate humor to relieve tension

Wrap up and take-aways

- One thing to share



Thank you!